



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



Executive Director

27 November 2020



Carlson Beck advises **Friends of the Urban Forest** on the basis of an exclusive consulting engagement.



POSITION SPECIFICATION

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|----------------------|----------------------------------|
| THE POSITION: | EXECUTIVE DIRECTOR |
| REPORTS TO: | BOARD OF DIRECTORS |
| LOCATION: | SAN FRANCISCO, CALIFORNIA |

An Exciting Leadership Opportunity

The Board of Directors of Friends of the Urban Forest (“FUF”) is seeking a visionary, strategic executive leader who empowers operational excellence at FUF. The new Executive Director will start at an exciting time in FUF’s trajectory as the organization will celebrate its 40th anniversary in 2021. The organization just released an ambitious and timely strategic plan that is supported by its staff, the Board of Directors, and other stakeholders.

This is an opportunity to head a well-established and respected organization that continues to lead in expanding San Francisco’s green infrastructure while increasing focus on the relevance of its vision in a period of increased necessity and the imperative of climate improvement.

THE ORGANIZATION

Vision

San Francisco’s urban forest is thriving and provides the greatest possible benefits to the environment, people, and future generations.

Mission

Friends of the Urban Forest brings neighbors together to plant and care for San Francisco’s ideal urban forest.

Values

Friends of the Urban Forest values Community Engagement, Education and Stewardship, Quality of Work, Inclusion, and Environmental Justice.



Overview

Starting in 1981 Friends of the Urban Forest has brought communities together to revitalize San Francisco's tree canopy by planting more than 60,000 trees, totaling almost half of the city's tree canopy. Since then it has become an established nonprofit organization respected for its environmental and community improvement activism both within the city and beyond.

FUF helps individuals and all of the city's neighborhood groups to plant and care for street trees and sidewalk gardens in San Francisco, improving the city with green infrastructure. This helps reverse the damaging effects of climate change by cleaning the air and reducing polluted stormwater runoff, increasing environmental justice by bringing green canopy to underserved neighborhoods and beautifying the city for all. More trees also promote healthier lives by improving mental health, promoting children's learning, and reducing lung disease.

FUF achieves its mission by advocating to improve public policies and delivering the following programs and services:

- **Greening**
 - Free Trees for San Francisco – Growing our future
 - Tree Replacement – Planting new trees in empty basins
 - Sidewalk Landscaping – Creating new ways to green the city
 - Trees for Schools – Planting trees around schools
 - Early Tree Care – Following up on young trees
 - Emergency Tree Care – Responding to tree crises
 - TREEage – Treating damaged trees

- **Community Engagement**
 - Community Outreach – Organizing neighbors
 - Corporate Workdays – Building teamwork in the outdoors
 - Urban Forest Map – Creating crowd-sourced tree census
 - Green Christmas Trees – “Renting/Loaning” live, potted trees

- **Education**
 - Green Teens – Paid training for at-risk youth
 - Green Crew – Employing young survivors while teaching responsibility
 - Tree Tours – Guiding free walks with expert guides
 - Community Forester Training – Developing FUF crew expertise and leadership
 - Pruning Workshops – Teaching proper technique through free, hands-on instruction

For additional information on FUF, please see www.fuf.net.

Organizational Overview

FUF is governed by a Board of Directors. The senior management team is comprised of the Executive Director and key positions reporting directly to the ED:

- Program Director
- Vice President, Development
- Urban Forestry Program Manager

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- Finance Manager
 - Contracts Administrator

The total number of staff members is 21.

The organization's budget has grown over the last five years from \$1.8 million to \$3.7 million after the implementation of Prop E, following which FUF has also secured a series of grants from the City of San Francisco for growing San Francisco's street tree goals.

THE POSITION

The Board of Directors of FUF is seeking an **Executive Director** ("ED") who is a proven executive leader with a passion for FUF's vision and mission and who can leverage the organization's history, strengths, reputation, and standing in the San Francisco community as a leader in mitigating environmental problems and injustice. The ED will be able to take this respected and ambitious organization into its next period of impact by continuing to advocate for its goals.

The ED will leverage the expertise of and inspire confidence and trust in FUF's full staff in execution of its mission of expanding green infrastructure. The ED will lead strategy development and oversight of implementation of best practices in executing programs that fulfill FUF's vision. The ED will address bottlenecks to scale by determining additional service delivery strategies.

The ED will work in partnership with the Board of Directors, strengthening it as a fundraising and strategic oversight body. The ED will work, with the Board's oversight, to ensure programs are sustainable and in alignment with the mission, vision, and current strategic plan. The ED will work with the Board to ensure good governance practices.

The ED will diversify FUF's funding channels so that the organization can deliver on its vision with greater flexibility. This includes successfully maintaining public funding from the City of San Francisco and the State of California, as well as expanding institutional funding (foundations, corporations) and support from individual donors.

The ED will bring and effectively deploy a high level of political acumen to build, strengthen and steward relationships with elected and appointed City officials, policy makers, community leaders, funders and philanthropic leaders. The ED will be diplomatic and highly adept at nuanced community leadership and communications.

The ED will serve as the spokesperson for FUF, representing the organization to community members, stakeholders, parties of interest, and other like-minded audiences. The ED will be highly communicative and transparent in external relations.

The ED will work in partnership with the Board and Finance Manager on the strategic and operational financial management of FUF, bringing an experienced leadership lens to the financial operations. The ED will ensure fiscal sustainability, adept management and reporting of the complexities of FUF's financial operations, as well as sound financial management policies and procedures.

The ED will lead and support the hiring and training of staff, ensure FUF offers professional development, and that retention measures are put into effect. The ED will be a passionate champion of diversity, equity



and inclusion within FUF and the communities it serves, ensuring appropriate DEI policies and practices are developed and implemented.

The ED will work, with the input and contributions of others, to build FUF's brand and raise FUF's visibility so that San Francisco residents, policy makers, community-based partners and elected officials see FUF as the go-to organization for increasing and maintaining street trees and neighborhood greening efforts.

RESPONSIBILITIES

Organizational Leadership & Strategy

- Set the strategic direction, in partnership with the Board, and serve as a vision ambassador for FUF's staff and Board
- Lead FUF through the immediate and short-term environment of the coronavirus pandemic
- Implement and steward, in partnership with Board and staff, the FUF Strategic Plan
- Position FUF as a community thought leader on green infrastructure and concomitant issues of gentrification and displacement within San Francisco

Fundraising and Marketing

- Expand the diversity of revenue channels for FUF, including public funds, institutional funders, and individual donors; this includes personal solicitation of funds
- Fundraise to meet FUF's annual budget requirements
- Raise FUF's visibility in San Francisco, including coordinating branding and marketing efforts

External Relations

- Advocate for FUF and its vision by being its chief spokesperson to both government as well as private individuals and audiences
- Build and maintain relationships with San Francisco City government officials, key individuals in the California State Government, and other urban forestry entities to promote FUF's mission and ensure government financial support
- Ensure positive community relations, including public and private sector relations

Operations and Management

- Manage the FUF Leadership Team including the Vice President of Development, Director of Programs, and Finance Manager, and serve as an inspiring leader for the entire staff
- Oversee the financial well-being of the organization including budgeting, financial reporting, working with FUF's auditors and the Finance Committee of the Board
- Lead FUF's staff with an appreciation for diversity, equity, and inclusion, ensuring appropriate practices and protocols; ensure opportunities for staff development

CANDIDATE QUALIFICATIONS / EXPERIENCE

Education: Bachelor's degree or the equivalent work experience is desired.

Experience: Ten or more years of nonprofit, public sector or relevant leadership in roles of increasing responsibility.

Management of a budget of \$2.5 million or greater, including fiscal management of an organization with complex finances.



Leadership of an organization with 25 or more staff with experience managing and developing teams, including multiple levels of staff.

Track record of partnering with a Board of Directors in strategy, governance, fundraising, and organizational growth.

Proven ability to fundraise from an array of sources, including securing grants from government sources, funding from institutional donors, and securing major and recurring gifts from individual donors.

Experience in Urban Forestry is highly desirable, but not required.

COMPETENCIES/ATTRIBUTES

The successful candidate will have:

- A **commitment to FUF's values** and the ability to **advocate for and communicate that passion** to donors, staff, government partners, and community leaders
- The ability to **work with elected officials** and navigate local political and policy making processes
- The ability and willingness to serve on the **City of San Francisco's Urban Forestry Council** and contribute significantly to its workings
- **Cultural competency** and an understanding of **social justice, systemic inequity, and environmental justice**, with the commitment to lead with a demonstrated appreciation of **diversity, equity and inclusion** with both FUF's staff and the communities FUF serves
- Highly developed **communication skills**, both verbal and written, and the ability to sell FUF's mission and vision
- Strong **interpersonal and relational** skills
- Good **negotiating** skills
- A commitment to teamwork, and a **sense of humor**
- A **collaborative leader** who will **communicate** with staff and appreciate their input and insight

The successful candidate will be:

- **Passionate about FUF's vision, mission and values**, and the critical importance of the expansion of the green infrastructure to sequester carbon and mitigate environmental damage
- Committed to **environmental and social justice**
- Able to establish **rapprochement and partnership with FUF's Board of Directors** supporting its governance and assisting in its growth and development
- Skilled in **the professional development and management of diverse staff**, oftentimes earlier in their careers; a **team builder**
- Flexible and adaptable
- Skilled in speaking convincingly to a wide **array of audiences**
- **Politically savvy, innovative, and engaging**, with an enviable **work ethic**

COMPENSATION

A competitive compensation package, including a comprehensive benefits package, will be offered, commensurate with experience.



Friends of the Urban Forest is an equal opportunity employer and encourages candidates with diverse backgrounds and experiences to apply.

For additional information regarding this opportunity, please contact:

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